



Cooperative Agreement Number: AID-523-A-12-00001

Quarter Program Report

Project: Scout Experience: Ready for life

Asociación de Scouts de México, A.C.

Quarter Program Report

Reporting period: Q2 2015 / January – March 2015



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General Project Information

Cooperative Agreement Number: AID-523-A-12-00001

Project Name: Experiencia Scout, Listos para la vida. | Scout Experience: Ready for life.

Project Timeframe: August 17, 2012 to August 16, 2015.

Project Target Zone: Tijuana, Baja California, Mexico.

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Project Summary

The Scout Experience: Ready for life project addresses the issue of youth 7-29 years old who are at risk of engaging in criminal activities in Tijuana, Mexico. Additionally, the project impacts all ongoing scout violence prevention projects around the country, especially those in the Mexican States located in the Mexico-US border, with the development of a social interaction model that is scalable and replicable. This model sets the national standard of our organization for the work on character, education and leadership among at-risk adolescents and youth living in highly vulnerable environments. The Scout Experience: Ready for life project impacts more than 10,000 youth and parents from the Camino Verde, Mariano Matamoros, and Granjas Familiares neighborhoods of Tijuana.

In Tijuana, this project provides dedicated support to adolescents and youth in the areas of character, education and leadership. Activities related to character focus on learning to be and learning to live together through the strengthening of various dimensions of the individual; character activities aim at strengthening psychological resilience, providing direct psychosocial support, and promoting a specific value system according to the Scout Promise and Scout Law. Activities related to education focus on learning to know and learning to do by using a "learning by doing" approach to math, language and logic, and develops skills in the areas of ecology, sports, humanities, communication, security and technology. Education activities provide dedicated support to adolescents and youth currently out-of-school, that have low academic performance, have a learning disability, and/or are in transition between primary and secondary or secondary and high school. Activities related to leadership develop competencies related to social project management and use the learning through service approach to develop social leadership competencies, strengthen the sense of community and promote dialogue and understanding among young people. Leadership activities have a strong voluntary service component in the areas of peace, environment and development, and engage national and international scouts with local scouts. All the activities implemented in the fields of character, education and leadership use the Scout Method and the five programming principles of the United Nations as crosscutting practices. The project puts special emphasis on developing monitoring and evaluation systems that provide useful information for measuring social impact, strengthening organizational learning, and supporting decision-making processes.

The Scout Experience: Ready for life project builds the capacity of local community members for them to become the main agents of their own development. The Scout Center model implements a financial and operational strategy designed to progressively reduce its dependency to external assistance through various activities and sound financial management. Scouting is accessible to all adolescents and youth, and promotes a sense of dignity and responsibility among project beneficiaries.

The Scout Experience: Ready for life project focuses on ensuring adolescents and youth understand and enjoy their rights. We believe that by contributing to the education of young people as active, responsible and productive citizens, this project promotes safe and healthy environments for everyone around the country. Understanding violence and crime as a consequence of the non-fulfillment of human and child rights, poor urban planning and lack of community participation helps us design holistic and self-sustainable long-term interactions that contribute to broader aspects of development such as health, education and employment. The purpose of this project is to strengthen the capacity of at-risk young people to play a productive role in their community.

Report Summary

The Scout Experience: Ready for life quarter program report focuses on the main achievements, constraints and opportunities at a result level regarding its four strategic areas: social impact, innovation, sustainability and institutional development. Additionally, it provides specific notes on gender, disability, communications, risk management, human resources, cost share and organizational learning, most of them of a cross-sectoral nature and with an operational impact on the aforementioned strategic areas.

For the period comprising 1st of January to 31st of March the main achievement regarding social impact was the consolidation of the youth team system at the Scout Group level, as well as the youth program competence development strategy for community adult volunteer leaders. Beneficiaries were particularly active in project-oriented activities that had a positive impact in their communities, as well as in their skill development plans. Scout Groups received beneficiaries referred by public schools, community based organizations, and word-of-mouth after supporting events and activities of local partners.

Regarding innovation, the main achievement of this quarter was the preliminary design of a Collaborative Learning Platform that could integrate the knowledge generated as part of the Scout Experience: Ready for life project and was required for an effective replication of the violence prevention model at a national or international level. Another important result was an adaptation to the online resource mobilization platform to reflect the structure of the scout organization and the motivation of scouts to support a scout initiative other than their own Scout Groups.

Regarding sustainability, the main achievement of this quarter was the active engagement of partners such as Rotary International, the Construction Chamber of Tijuana, the Undersecretary for Violence Prevention in Tijuana and the Jalisco Scout Province supporting the project's programmatic and operational activities oriented towards the self-sustainability of the Scout Groups.

Finally, regarding institutional development, the main achievement of this quarter was the implementation of several of the recommendations of the 2012-2013 Financial Audit, as well as a meeting of the National Audit Committee. Another significant achievement was the review of a results-based budgeting exercise that optimized expenditure while complying with existing financial rules and regulations applicable to the approved budget. Major setbacks during this quarter were the leadership transition of the General Director and General Sub Director of the organization, an unclear commitment from the national leadership to scale and replicate the Scout Experience: Ready for life project, and reluctance to adopt organizational good practices at a national level developed as part of the Scout Experience: Ready for life project.

Results Monitoring

Project results matrix

Performance Management Matrix - Scout Experience: Ready for life - SCOUTS|USAID

Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Tipo	Indicador	Target 2014	Target 2015	Frequency	Q1 2015	Q2 2015
1	Outcome	1.0.1 Percentage of out-of-school youth participating in the Scout Experience, Ready for life activities that have not finished primary, secondary or high-school and enroll in a formal education system.	50%	70%	Semi-Annually	30.0%	30.0%
2	Outcome	1.0.2 Percentage of students participating in the Scout Experience: Ready for life activities that successfully transition from primary to secondary school.	65%	85%	Annually	100%	100%
3	Outcome	1.0.3 Percentage of young people participating in the Scout Experience: Ready for life activities that show an improvement in their psychological resilience evaluation score.	60%	80%	Semi-Annually	79%	79%
4	Output	1.1.2 Percentage of youth between 7 and 29 years of age participating in the Scout Experience: Ready for life program that acquire the knowledge, attitudes and practices pursued by the educational program of the youth center.	30%	40%	Semi-Annually	82%	78%
5	Output	1.2.1 Percentage of enrolled students participating in the Scout Experience: Ready for life activities that show improvement in their language evaluation score.	60%	80%	Annually	74%	74%
6	Output	1.2.2 Percentage of enrolled students participating in the Scout Experience: Ready for life activities that show improvement in their math evaluation score.	60%	80%	Annually	--	37%
7	Output	1.2.3 Percentage of youth between 7 and 29 years of age participating in the Scout Experience: Ready for life activities that show improvement in their skills for life evaluation score.	40%	50%	Semi-Annually	16%	23%
8	Output	1.3.1 Percentage of adolescents and youth between 7 and 29 years old that have been or are members of local gangs participating in the youth involvement program have decided to reenroll in school or a professional development program.	30%	40%	Semi-Annually	NA	NA

Internal results matrix

Performance Management Matrix - *Scout Experience: Ready for life* - **SCOUTS|USAID**

Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Type	Indicators	Target August 2015	Achieved by December 2014	Achieved by March 2015
1	Outcome	Number of in-school beneficiaries participating in the Scout Experience: Ready for life program that stay in primary or secondary school.	250	167	216
2	Outcome	Number of Scout beneficiaries participating in the Scout Experience: Ready for life program that have received psychosocial support and preventive education to increase their awareness to anti-social or violent behavior (gender-based violence, intra-family violence, bullying, human trafficking).	140	87	NA
3	Output	Number of at-risk youth between 7 and 22 years of age that acquire the knowledge, attitudes and practices pursued by the educational program of the youth center.	250	144	170
4		Number of at-risk youth between 7 and 29 years of age that have received at least one hour of educative program of the Scout Experience: Ready for life activities.	2,500	5,435	7,426
5	Output	Number of at risk youth receiving reading interventions at the primary and secondary level	250	176	196
6	Output	Number of merir badges earned that strengehen the skills for life inventory (ecology, humanities, communication, security, technology and sports) of at-risk youth participating in the Scout Experience: Ready for life activities	90	28	52
7	Output	Number of at-risk youth participating in the Scout Experience: Ready for life program that show a voluntary commitment to follow specific values and principles related to positive citizenship and community leadership	250	86	104
8	Output	Number of at risk youth youth between 7 and 29 years of age that participate in community service activities destined to build up community sense of belonging, pride, responsibility and environment preservation.	300	227	510

**USAID common indicator****USAID Pillar IV Common Indicators****Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)**

ID	Type	Narrative Summary	Target	Frequency	Achievement Q1 2015	Achievement Q2 2015
1	Outcome	70% of at-risk youth beneficiaries (aged 6-16) participating in USAID pariticipating in USAID funded programs that have continued their academic education in school.	70%	Quarterly	100%	100%
2	Outcome	2500 at risk youth (aged 7-29) engaged in USAID community project activities.	2,500	Quarterly	5,435	7,426

Social statistics**Total Beneficiaries Disaggregated by Gender**

ID	Type	Data	Number	Data Source
1	Gender	Male beneficiaries	3681	Beneficiary Management System.
2	Gender	Female beneficiaries	3128	Beneficiary Management System.

Quarter result level achievements

- Social Impact**

- Provided access to 1,991 scout and non-scout beneficiaries to value-based non-formal education activities in character, education and leadership.
- Registered 60 beneficiaries and adult volunteers to Scouts of Mexico.
- Delivered 16,505 hours of educational youth program through 119 activities.
- Promoted gender equality through educational activities and workshops during International Women's Day.
- Implemented the Scout Promise on the first beneficiary with Down syndrome, including value-based interview.
- Integrated 7 beneficiaries with disabilities to the scout youth program.
- Implemented training courses on scout method for volunteers following the assessment performed in Q1 2015.
- Implemented a cub pack leader adult training course.
- Performed 10 community service projects led by beneficiaries, as well as offered 125 hours of community service.
- Implemented the Spring Break Rally during vacation period, and designed an educational program focused on sustainable development for children and youth of each of the scout sections.
- Performed a school-based service project led by beneficiaries to rehabilitate recreational spaces within schools.
- Implemented a Scout Rally for Education with the support of other Scout Groups from the Baja California Scout Province, volunteers from the University of San Diego, non-scout beneficiaries, and other community leaders.
- Involved 24 parents in the Parent Committees at the community Scout Groups. Workshops for mothers have been useful to strengthen the capacity of existing volunteers and involve potential community volunteers.
- Performed 30 community resource mobilization activities by the parent committees of the community Scout Groups.
- Participated actively at 3 meetings with community leaders.
- Supported 6 events organized by community based organizations.

- Received beneficiaries referred to the Scout Group by local primary and secondary school principals. School principals invite Scout Groups to support them with community service or non-formal education activities.
- Received beneficiaries referred to the Scout Group by Community Based Organizations (CBO). CBO's start to collaborate and offer their support with the Scout Group.
- Received beneficiaries that learned about scouting through word of mouth resulting from our participation in community events from local authorities and organizations.
- Created a youth-led and volunteer-supported homework club in each of the Scout Groups.
- Implemented an English language workshop in Mariano Matamoros Scout Group with 30 beneficiaries.
- **Innovation**
 - Defined the structure and concept of the Collaborative Learning Platform of the project, to serve as a knowledge hub and replication toolkit.
 - Started the design phase of the Collaborative Learning Platform. (<http://conocimiento.experienciascout.org.mx>)
 - Started the scale of the online crowd-funding platform, in cooperation with the service provider, to adapt it to the structure and needs of Scouts of Mexico.
- **Sustainability**
 - Delivered 6,958 hours of voluntary service by 60 volunteers (27 female and 33 male), of which 15 were from project intervention zones, 25 from Tijuana, 16 from other cities in Mexico, and 4 from other parts of the world.
 - Received three new international long-term volunteers, 2 from France and 1 from the United Kingdom.
 - Mobilized MXN\$55,298 in resources through the online crowd-funding campaign.
 - Participated actively in the annual "Meeting of Rotarian Leaders (RIMEX)" in Boca del Río, Veracruz to increase visibility among Governors and Club Presidents of Rotary International.
 - Obtained the support of the Construction Chamber in Tijuana to develop topographic designs of Scout Center.
 - Performed a field visit with the chief of violence prevention of the secretariat of security in Tijuana.
 - Participated actively in the first forum on violence prevention in Tijuana with two presentations: "Results, challenges and perspectives on violence prevention with a focus on citizen security in Tijuana", and "Results of the Committee on Youth of the Municipal Committee for Violence Prevention".
 - Obtained a contribution by the Jalisco Scout Province to support the Scout Experience project as a result of the regional activity "Latas" consisting in collecting aluminum cans to make a Fleur-de-Liz and then recycle them.
 - Participated actively in the Violence Prevention Municipal Committee task forces of: youth, and community engagement.
 - Participated actively in the Municipal Institute of Citizenship Participation's youth task force.
 - Participated actively in the design of the School Violence Prevention Program of the Crime and Violence Prevention program of Tetra Tech International Development. The specialist in psychosocial support of the Scout Experience: Ready for life project is the representative of the project in such initiative.
- **Institutional Development**
 - Developed more effective and efficient financial authorization and review procedures and tools. Example: Payment Authorization Process Diagram; Travel Authorization Process Diagram; Financial Report Authorization Roles and Responsibilities; Internal Financial Reporting Format.

- Presented recommendations for the implementation of existing policies and procedures; purchase order formats were incorporated.
- Migrated from using personal bank accounts to an institutional bank account to manage petty cash.
- Migrated from using personal credit cards to using corporate credit cards to support travel and operational costs.
- Implemented the resource mobilization platform module to generate tax-deductible receipts.
- Developed a results-based-budgeting exercise to align available resources with project results. This exercise was done in cooperation with USAID, ensuring all financial rules and regulations were adequately considered.
- Developed Operation Manual for project vehicles.
- Organized the meeting of the National Audit Committee in Tijuana with representatives from USAID, Scouts of Mexico's Board of Directors and Executive Team, RSM Bogarin, Deloitte, and Baja California Scout Province.

Result level constraints and opportunities

- **Constraints**

- **Social Impact**

- Inconsistency between what is thought about gender and child rights in Scout Center and what they see at home.
 - Excessive time and human resources needed to implement the scout promise interview M&E tool.
 - Lack of capacity to deliver the scout youth program to a beneficiary with muteness.
 - Lack of available time slots for adult training with intensive activity agenda at Scout Groups.
 - Lack of clarity in the activity sheets designed for math, language and logic. This was noted through the feedback sessions with volunteers and scout leaders.
 - Limited availability of parents and other adult community volunteers due to: extended or rigid work hours; unemployment or difficult financial situation; apathy; missing mother/father in the family unit; family member with health problems that require constant attention.

- **Innovation**

- Delay in the authorization of the fiscal receipt module of the new resource mobilization platform that enables multi-level campaigns that adapt to the structure of Scouts of Mexico.
 - Debugging of the first version of the new resource mobilization platform.

- **Sustainability**

- Lack of interest from Scouts of Mexico leadership in supporting resource mobilization efforts.
 - Lack of interest from Scouts of Mexico leadership to replicate the Scout Experience Model.
 - Reduced visibility from Scouts of Mexico leadership of the project communications at a national level.
 - Uncertainty of the Baja California Scout Province regarding the capacity of the Scout Groups to be self-sustainable after the end of the Scout Experience project.

- **Institutional Development**

- Resistance from headquarters to implement applicable policies and procedures developed by the Scout Experience project in the rest of the organization.
 - Delay in key decision-making and authorization processes due to dismissal of Sub director General and General Director of Scouts of Mexico without solid leadership transition mechanisms.

- **Opportunities**

- **Social Impact**

- Motivate and involve parents of beneficiaries with disabilities. The participation of parents and family members of beneficiaries with disabilities is key to maximize the educational youth program and integration process. They also accelerate the learning curve of volunteers to understand better the needs and existing communication mechanisms.
 - Start the revision process of the content generated for the Collaborative Learning Platform in terms of structure, style, grammar and spelling.

- **Innovation**

- Identify best practices and lessons learned related to the development of the Scout Management System and identify potential opportunities to move forward.

- **Sustainability**

- Capitalize on the capabilities of the new online crowd-funding platform to promote scout group centered campaigns.
 - Conduct an online international crowd-funding campaign

- **Institutional Development**

- Implement the Indirect Cost Rate policies, procedures and tools developed by Deloitte.
 - Implement the Legal Support Documents for beneficiary and volunteer registration developed by Deloitte.
 - Update the existing Operation Manuals in the whole organizations based on the analysis made by Deloitte.
 - Capitalize on the good practices developed in the Scout Experience: Ready for life project to strengthen the leadership transition process of the CEO of Scouts of Mexico, as well as the needs in Human Resource Management that will be required by the organization.

Gender and disabilities

- **Achievements**

- Maintained the focus on gender balance among project beneficiaries.
 - Retained beneficiaries with intellectual disabilities.

- **Constraints**

- Limited availability and specialized training of volunteers directly impacts the carrying capacity of the Scout Center to provide adequate attention and support to beneficiaries with disabilities.

- **Opportunities**

- Sensitize parents regarding gender equality and highlighting the contribution of scouting to the education of young girls.

Communications

- **Quarterly Newsletter**

- Reached a total of 556 subscribers to the bi-weekly bulletin
 - Special Guests Visit the Scout Experience Project
 - <https://experienciascout.wordpress.com/2015/03/26/visita-de-honor-a-experiencia-scout/>

- USAID meets with parents of the Scout Experience Project
 - <https://experienciascout.wordpress.com/2015/03/26/usaidmexico-reconoce-el-esfuerzo-de-padres-de-familia-de-experiencia-scout/>
- Scout Experience, a project that generates strategic partnerships
 - <https://experienciascout.wordpress.com/2015/03/26/experiencia-scout-ejemplo-de-un-proyecto-que-genera-alianzas-estrategicas/>
- Scout Rally for Education – Learning by having fun.
 - <https://experienciascout.wordpress.com/2015/03/12/rally-scout-por-la-educacion-aprendiendo-de-manera-divertida/>
- Scouts participate in the Rotary International Leadership Congress
 - <https://experienciascout.wordpress.com/2015/03/12/experiencia-scout-presente-en-evento-de-lideres-rotarios/>
- Scouts in Camino Verde transform their communities
 - <https://experienciascout.wordpress.com/2015/03/12/scouts-en-camino-verde-transforman-su-entorno-en-beneficio-de-los-vecions/>
- Jalisco Scout province supports Scout Experience
 - <https://experienciascout.wordpress.com/2015/02/26/la-provincia-scout-jalisco-apoya-a-jovenes-a-vivir-experiencia-scout-listos-para-la-vida/>
- Volunteers that Change Lives – The case of Uriel
 - <https://experienciascout.wordpress.com/2015/02/26/voluntariado-que-transforma-a-la-persona-el-caso-de-uziel/>
- Javier and Ricardo, Leadership examples in Mariano Matamoros
 - <https://experienciascout.wordpress.com/2015/02/26/javier-y-ricardo-ejemplo-de-replicacion-de-liderazgo-en-mariano-matamoros/>
- Youth that work for the sustainability of their Scout Groups
 - <https://experienciascout.wordpress.com/2015/02/13/jovenes-trabajan-por-la-sustentabilidad-de-sus-grupos/>
- Scout Youth Forums – A space for youth empowerment
 - <https://experienciascout.wordpress.com/2015/02/13/foros-provinciales-scout-espacio-que-libera-el-liderazgo-de-los-jovenes/>
- Kenya, a radical behavioral transformation through Scouting.
 - <https://experienciascout.wordpress.com/2015/02/13/kenya-una-transformacion-radical-scout/>
- National and International Volunteers strengthen the Scout Experience
 - <https://experienciascout.wordpress.com/2015/01/28/voluntarios-internacionales-y-nacionales-refuerzan-la-experiencia-scout/>
- Flor, the story of the Mom who became a Cub Pack adult leader.
 - <https://experienciascout.wordpress.com/2015/01/28/de-madre-de-familia-a-guia-de-manada-la-historia-de-flor/>
- Ramses, A young leader that by volunteering keeps shaping his own path

- <https://experienciascout.wordpress.com/2015/01/28/ramses-un-joven-que-al-ayudar-va-construyendo-su-camino/>
 - 2014, A great year for everyone living the Scout Experience
 - <https://experienciascout.wordpress.com/2015/01/15/2014-un-excelente-ano-par-todos-quienes-viven-la-experiencia-scout/>
 - Skills Workshops – An opportunity for life skill development
 - <https://experienciascout.wordpress.com/2015/01/15/taller-de-especialidades-una-oportunidad-de-desarrollo-de-habilidades-en-los-jovenes/>
 - Scout Experience Volunteer Program present at the Central American Scout Moot
 - <https://experienciascout.wordpress.com/2015/01/15/voluntariado-experiencia-scout-presente-en-el-moot-centroamericano/>
- **Videos**
 - Scout Experience 2014 – Adventures, Friendships and Learning
 - <https://www.youtube.com/watch?v=yswHIAf6RYo>
- **Social Media**
 - Reached a total of 458 Twitter Followers.
 - Reached a total of 3,776 Facebook Page followers.
 - Reached a total of 20,670 visits to the project website.
- **Media Monitoring**
 - No media coverage during this quarter.
- **Photo Gallery**
 - Scout Experience Present at Rotary International Leadership Congress
 - <https://www.facebook.com/media/set/?set=a.802976643085328.1073741959.517363464979982&type=3>
 - National Convention and Scout Youth Forum
 - <https://www.facebook.com/media/set/?set=a.806060496110276.1073741960.517363464979982&type=3>
 - Workshop for Mothers of Scout Experience and neighbors
 - <https://www.facebook.com/media/set/?set=a.806522089397450.1073741961.517363464979982&type=3>
 - Visit of the National President, National Scout Chief and the National Audit Committee
 - <https://www.facebook.com/media/set/?set=a.808191995897126.1073741962.517363464979982&type=3>
 - Visit of Sean Jones, Director of USAID Mexico
 - <https://www.facebook.com/media/set/?set=a.808680815848244.1073741963.517363464979982&type=3>
 - Cub Pack project to improve their neighborhood
 - <https://www.facebook.com/media/set/?set=a.799381640111495.1073741958.517363464979982&type=3>
 - Rally Scout for Education in Camino Verde
 - <https://www.facebook.com/media/set/?set=a.798529503530042.1073741957.517363464979982&type=3>
 - Rally Scout for Education in Granjas Familiares
 - <https://www.facebook.com/media/set/?set=a.795770173805975.1073741955.517363464979982&type=3>
 - Rally Scout for Education in Mariano Matamoros
 - <https://www.facebook.com/media/set/?set=a.792842494098743.1073741954.517363464979982&type=3>

- Latas 2015 – Jalisco Scout Province Resource Mobilization Campaign
 - <https://www.facebook.com/media/set/?set=a.796352460414413.1073741956.517363464979982&type=3>
- Scout Youth Forums 2015
 - <https://www.facebook.com/media/set/?set=a.790547677661558.1073741953.517363464979982&type=3>
- Visit of Representatives from the US Embassy in Mexico
 - <https://www.facebook.com/media/set/?set=a.787834594599533.1073741952.517363464979982&type=3>
- Merit Badge Workshops
 - <https://www.facebook.com/media/set/?set=a.778196502230009.1073741951.517363464979982&type=3>

Security and risk management

- **Achievements**
 - Developed vertical rescue manual.
 - Developed CCTV and alarm manual.
 - Video support.
 - Purchase order format.
- **Constraints**
 - Lack of operational capacity of security provider to implement verification checklists.
- **Opportunities**
 - Provide further training to Scout Group Staff regarding the maintenance of their security systems.

Organizational Development

Human resources

- Lack of technical and operational capacity to support the Human Resource Function of Scouts of Mexico to ensure compliance with existing HR policies and procedures, as well as performance measurement and professional development.
- Lack of a comprehensive human resource compensation and evaluation policy continues to be an issue between project staff and headquarter staff.
- Dismissal of the General Sub Director and CEO of Scouts of Mexico without a clear leadership transition strategy has hampered authorization and decision-making processes.

Organizational learning

- Lack of a solid human resource function and standardized processes in the organization, as well as a comprehensive executive recruitment and performance measurement function within the Board of Directors generated severe disruptions in the day-to-day operations of the organization after the dismissal of the General Sub Director and General Director of the organization.
- The full operational support mechanisms, (dedicated operational bank account for petty cash; corporate credit card; expedited payment authorization processes), were in place until this quarter after being requested since the planning phase of the project in August-December 2012.

- Communication gaps regarding the project were identified by the organization's leadership after the field visit to the Scout Experience: Ready for life project by the National President, National Chief Scout and President of the Audit Committee. These communication gaps created misconceptions regarding the financial and social impact of the project to the organization as well as the strategic importance of its replication.
- Most of the internal challenges that the organization faced during 2014 and early 2015 were clearly outlined in the Organizational Capacity Assessment (OCA) performed in 2012, and a number of proposals, policies, procedures and tools to mitigate such threats were developed by the Scout Experience: Ready for life project during 2013 and 2014 but not implemented by the organization.
- The involvement of the National Audit Committee since 2014 has been instrumental in overcoming internal communication and operational barriers. Such committee became fully acquainted with the project after being involved in the Financial Audit process of the project and performing independent field visits to Tijuana to learn about the internal control and operational procedures taking place in the project.
- There has been a growing interest about the project results by the Interamerican and European Scout Region, as well as from National Scout Organizations in Latin America. The World Scout Bureau has also been following the evolution of the Scout Experience: Ready for life project and how its results can contribute to strengthening the organizational capacity of other Scout Organizations around the world.

Cost Share

Quarter cost share report

- USAID quarter cost share: USD\$0
- Scouts quarter cost share: USD\$132,031

Expected Activities

Q3 2015: April – June 2015

- Scouts of the World Discovery (Peace, Environment and Development social leadership training)
- Spring Break Rally
- Presentation of the 2012-2014 project results.
- National Scout Assembly
- Scout Youth Leadership Training
- International Camporee
- Scout Group Family Camp
- Scout Adult Leadership Training